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I'm A Foreman

by Vincent J. Linn

When my day at the plant is completed
And I'm home with my baby and wife,
I think of my job as a foreman,
And the way it has molded my life.

My men, with diversified talents
On whose work my success will depend,
Are never remote from my thinking,
For I value each one as a friend.

I worry about my production
Or how to eliminate waste,
Or convince my fellows that safety
Is far more important than haste.

I have to be quality conscious;
I always have schedules to meet;
I know that my ulcers will tell me
If I've been too worried to eat.

But please do not view me with pity,
Though you shrink from confusion and noise;
For I'm doing my job and I'm happy
With my fine crew of factory boys.

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MANAGE

Magazine of Management Men of America

MARCH, 1956

VOL. 8, No. 6

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MANAGE is published monthly on the 25th by THE NATIONAL MANAGEMENT ASSOCIATION (formerly The National Association of Foremen) as its only official publication. Entered as second-class matter September 9, 1952, at the post office in Dayton, Ohio, under the Act of March 3, 1879. Printed in the U. S. A. Publication office: 230 West Fifth Street, Dayton 2, Ohio. All address changes and publications returned under postal regulation 3579 should be sent to editorial offices in Dayton. Editorial and executive offices: 321 West First Street, Dayton 2, Ohio. Copyright 1956 by The National Management Association. Subscription rates: annual U. S., \$3.00; foreign, \$5.00; single copy, 30 cents. Bulk subscription rates upon request.

IN THE LAST few years hundreds of new men's magazines have appeared on the newsstands. They cover a wide variety of subject matter; everything from stump lifting to bird watching. But most of them have one thing in common.

Thumb through the pages of these publications. The odds are two-to-one that a photo of a lithe, cool, well-turned blonde will stop you before page 10. Sometimes she is wearing a bathing suit. Sometimes she is not. Whatever the state of appearance, her expression conveys the idea that the postal regulations are the only thing which bar you from a better view. This is Cheesecake.

The big Cheesecake boom began during World War II and has been in a soaring spiral ever since. Today, among men's publications, nothing rates higher as a circulation builder.

We were aware of this popularity when we made plans for the new pocket-size edition of MANAGE a year ago. We decided to include one Cheesecake photo in every issue. After all, MANAGE is a man's magazine, we told each other. Men enjoy this type of art. If we used good taste and avoided vulgarity, the feature should be popular with our readers. That was our reasoning.

We have followed this theory in the first 10 issues of the new magazine, but this month's issue goes to press without Cheesecake. The feature has been suspended because of a growing awareness that MANAGE is no longer strictly a man's magazine. More management men are reading the new MANAGE than ever before, but so are more and more of their wives and children.

No, we aren't going to turn MANAGE into a lady's magazine. Our decision is based on intuition. We feel the majority of our readers no longer want Cheesecake.

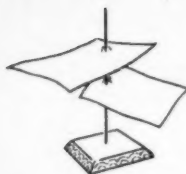
All arguments pro or con are earnestly solicited. Just drop us a line.

Harrison Bendley





"Watching you work, I was a little concerned. I wanted to see if you had any pulse."



EDITORIAL Memo

...FROM THE EDITOR

NOW IT'S UP---HOLD IT

RIGHT NOW is probably the healthiest era of our American free enterprise system. We can stay there, even increasing our degree of prosperity, by keeping our production up and employing more efficient methods.

Even without further technical advances in basic production machinery, our prosperity could make tremendous strides forward by our producers becoming more scrap and waste-conscious and by conscientiously accepting opportunities to produce more efficiently.

A few months ago you read about the Formica Co. and how its 1954 net profit went up 42 per cent—although its 1954 sales went up only 5 per cent. Scrap-prevention was the biggest factor. Instead of hauling away daily truckloads of scrap, an employee at this company can now carry out the day's pile of scrap in his pants pocket.

E. W. Emery, head of Chicago Rawhide Co., and his staff have made for themselves an international reputation for high quality. Both management and employees share security and prosperity resulting from the good business being done by a company with that kind of prestige.

"It's the little things which count in building a business with a reputation for high quality of production," said Mr. Emery. "For instance, stopping waste before it starts."

The industrial and general-consumer waste of our country could provide another nation the size of the U. S., and with 170,000,000 citizens, a higher standard of living than we are enjoying today.

Two years ago, the late Edward O. Seits, NAF national president, told the 30th NAF annual convention delegates in Milwaukee that the Association membership was saving the affiliated companies about \$1,000,000,000 per year through improved management practices.

All the increased prosperity and standard of living potential any nation could possibly wish for are in the scrap heaps behind our factories.

Slow down the scrap and build up the income.

In that is the real and lasting security American workers want, but management must do the teaching by leadership and example.

A TRUE STORY (INSPIRATIONAL TYPE)

Here is an interesting story which actually happened to a friend of mine last month. It proves . . . well, I will leave that up to you.

This friend was holding down a challenging, pleasant job which paid him \$10,000 per year. For the past three years, he has been outspokenly fearful that he would lose it, though his work was excellent. The nature of the business was such that loss of a single big account might force his company to eliminate his department.

"Frankly," he told me last summer, "I figure that I'm being over-paid by about \$1,000 per year. Where else could I get such satisfaction from a job—and \$10,000 a year too?"

Last month, his company lost a big customer and my friend was offered the choice of a 20 per cent salary cut or, if he wished to resign, two months' advance pay and a letter of recommendation. His wife encouraged him to take the latter, though he protested that she was conspiring with his employer to make him leap off a bridge. (His wife just commented that she had faith in her husband.)

So my friend loaded his briefcase with samples of his work and went to Chicago. Five days later, he returned home—with a similar job starting at \$17,500 per year. He had turned down three other offers, all paying better than his previous salary.

As I said in the beginning, that little story proves something or other. I suppose it will prove different things to different people.

Dean Sims

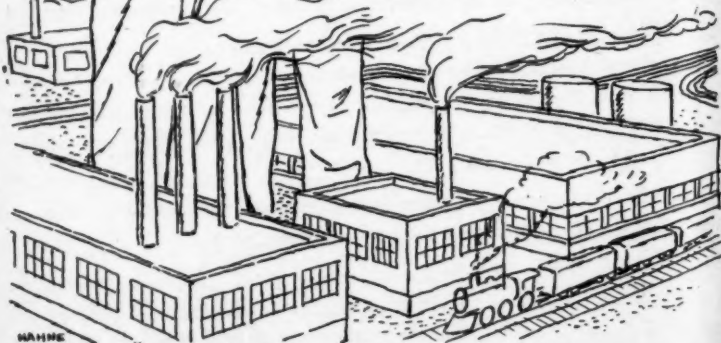


Russian FOREMEN

by Charles L. Adams

RUSSIA has ordered its industrial leaders to move the nation's factory foremen into a more important and responsible role as the USSR gears up for its sixth Five Year Plan (1956-1960).

Soviet production, the Kremlin admits, still has a long way to go in achieving its ultimate goal of "catching up with and surpassing the capitalist West." It says that one reason



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for this is the failure of heads of industrial ministries, administrations, combines and enterprises to delegate authority to supervisory personnel in the shops.

Speaking on "the tasks of improving industry, technical progress and production organization," Soviet Premier Nikolai Bulganin recently told the Communist Party Central Committee that "the authority and importance of the foreman must be raised because he is the direct, on-the-spot organizer of productive labor.

"We must realize that it is in the shop itself that the implementation of tasks for the manufacture of goods, the improvement of quality, the raising of labor productivity, and the lowering of production costs is actually carried out.

"Many of our administrative workers underestimate the importance of the foreman and section head in guiding production. Extension of the role played by foremen has become an urgent matter for Soviet industry."

With Bulganin's speech clearly pointing out the approved Communist party line on the subject, the Soviet press has launched an intensive editorial campaign demanding an improved status for foremen, less-complicated systems of plant organization, "resolute eradication of arm-chair bureaucratic methods of management," and curtailment of administrative staffs.

The editorial drive has also disclosed aspects of Russian worker-supervisor relationships which show that labor discipline, while still tight by capitalist standards, may have relaxed somewhat in the post-Stalin period.

The official Russian government newspaper, *Izvestia*, complains that in the past Soviet industry administrators and managers have committed serious errors by failing to consult foremen when attempting to solve production problems, when introducing changes in production processes, or when changing the organization of work. In addition, "economic officials" constantly and directly interfere with the foremen.

"All this," the paper declared indignantly, "is extremely harmful."

Intolerable situations have arisen at many enterprises, *Izvestia* continued.

"Foremen and section heads do not help select workers and make up the sections entrusted to them. They do not have the necessary influence over the placing or shifting of workers within the shop. They lack the requisite authority over establishment of norms of output and rates and are deprived of the right to set and change workers' wage categories.

"In big plants the foremen can't approach the top manager directly. Standing between them and the manager of the enterprise are the senior foreman, the shift superin-

tendent, the department director and the shop manager.

"Isn't this too many? And isn't the role of the foreman in production diminished by this situation?"

"Matters have gone so far that foremen cannot even encourage workers to fulfill production tasks. They don't have the right to reprimand individual workers who violate labor and production discipline."

IZVESTIA said that Russian section heads and foremen often have to do work that is not part of their jobs. As a result, the paper asserted, they waste their time on bureaucratic paper pushing or on secondary jobs, to the detriment of direct production guidance and the supervision of workers under them.

"The existence of too many intermediate links in the guidance of production leads in practice to the supplanting of foremen and to the exercising of petty supervision over them. Frequently not only shop and shift heads but directors of planning and norm bureaus, shop mechanics and power plant personnel and even fire department representatives give instructions and orders to foremen.

"Comrade Grigoryev, foreman of an assembly shop, told about such situations at a conference of Urals machine plant foremen. He said that until recently the foreman has been 'a target to be shot at by everyone and at random.'"

The government newspaper emphasized that the orderly and fast

development of Russian industry "require that the attitude toward foremen be changed radically and that their authority be sharply increased.

"The ability, experience and energy of foremen and section leaders must be directed toward fulfilling the output plan in all categories, cutting production costs, maximum utilization of plant capacity, correct exploitation of equipment and training of workers so that each man will fulfill his quota and produce high-quality goods.

"Foremen must introduce new, highly-efficient technological processes and advanced methods of production and must actively and persistently struggle for all sorts of improvements. They must help inventors and rationalizers (workers who make constructive suggestions) in every way and must ensure that their men fulfill their obligations in socialist competition (contests arranged between shops or factories to see which can raise its output the most above the norm for a specified period)."

Izvestia observed that things would be in much better shape at the Stalin Metallurgical Plant in the Donbas region if the foremen had been given the means for carrying out their obligations and if the managers had increased the foremen's authority. "As it is, blast furnace operators and open hearth workers have not fulfilled their production plans and

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have failed in their duty to their country.

"Directors of the blast furnace plant try to blame their troubles on low-quality ores. But this has nothing to do with the difficulties.

"Other Donbas enterprises, such as the Voroshilov plant, work with the same ores with much better results. The lag at the Stalin Metallurgical Plant is caused primarily by poor organization of production and violation of established technological processes at the furnaces."

Izvestia said that Comrade Zaitsev, senior foreman of a blast furnace at the Stalin works, revealed the true state of affairs at a recent Communist party conference at the plant. He declared:

"We foremen have repeatedly reported our production requirements to the managers, to no avail. Instead of eliminating obstacles in our work, the managers demand that we 'somehow' put on more pressure.

"It seems to me that it is time to

reject this 'somehow' attitude. It is time that the directors of enterprises, who make such great demands on the foremen, meet, in turn, the demands made on them to make efficient preparations for production and to provide sections and shops with raw materials, supplies and equipment."

Izvestia noted that one of the foreman's main responsibilities is to insure regular and uninterrupted work in his section, to keep work on schedule throughout the shift, and not to permit idleness.

"We must not forget that during the past year alone Soviet industry failed to produce more than 10 billion rubles (\$2.5 billion) worth of goods because of lost working time.

"This idleness arises at the work area; and the foreman, relying on the help and support of shop and plant officials, can and should eliminate it. But first the directors of enterprises must give their foremen the necessary co-operation and authority."

"John! Wake up! A burglar is going through your pockets."

"Well, fight it out between you."

The farmer took his young son to the County Fair. The boy watched the proceedings with great interest; finally he turned to his father and said:

"Why does that man go around patting and pinching the cows?"

"He's doing that," said the father, "because he wants to buy a cow and is trying to make sure that he will get good meat."

A few days later, the boy excitedly called to his father.

"Hurry, hurry, papa! The mailman is trying to buy our cook."

Test Your Word Sense

Here's a good way to test your vocabulary. Pick the best definition for each word and then turn to page 42 for the answers.

1—A LYNX is a:

- a—jewel*
- b—common stone*
- c—wildcat*
- d—law*

2—A METICULOUS person is:

- a—frail*
- b—a good dresser*
- c—good on small details*
- d—poor on big details*

3—To DECAPITATE is to:

- a—wreck*
- b—topple*
- c—collapse*
- d—behead*

4—An ABASHED person is:

- a—embarrassed*
- b—injured*
- c—cut in half*
- d—bit on the head*

5—A SCHNAUZER is a:

- a—pretzel*
- b—beer*
- c—liquor*
- d—dog*

6—MIMICRY is the art of:

- a—singing*
- b—impersonation*
- c—bird watching*
- d—acting*

7—An EMACIATED person is:

- a—pale*
- b—sickly*
- c—healthy*
- d—thin*

8—A CUMBERSOME object is:

- a—artificial*
- b—unwieldy*
- c—smoothly finished*
- d—round*

9—PETTY matters are:

- a—small*
- b—difficult*
- c—hard to understand*
- d—done by artists*

10—An ELOQUENT speaker is:

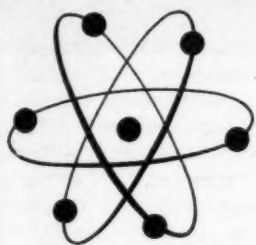
- a—rabid*
- b—forceful*
- c—emotional*
- d—forgetful*

11—A CURVOMETER measures:

- a—curves*
- b—wheels*
- c—roads*
- d—figures*

12—NEBULOUS directives are:

- a—profound*
- b—lengthy*
- c—vague*
- d—clear*



Economic Frontiers In 2000 A.D.

by George R. Price

ON Thursday, January 5, 1956 the President and the Board of Regents of Bentley College, Northrup, Va., met for their annual meeting in the Oval Room of Bentley Hall. Among those present was a lawyer who appeared as the executor of the estate of R. C. Ryder, a wealthy alumnus who had passed away two months earlier. The lawyer presented the President with a sealed letter.

*To the President and Regents
Bentley College
Northrup, Virginia
Gentlemen:*

If my physicians are correct in what they tell me, you will be reading this letter early in 1956.

The securities I am leaving you should be worth something in excess of one million dollars. This sum, if invested conservatively in government bonds, tobacco company stocks and such, could yield a moderate return that would substantially strengthen the position of Bentley College among the smaller southern educational institutions. However, because I foresee for the United States a period of extremely rapid industrial growth, I feel that by an intelligent and more radical choice of investments, this sum can be multiplied many times over in a few decades, thus enabling Bentley College to develop into a major university.

I urge you, therefore, to keep my

Adapted for MANAGE from an article appearing in CHALLENGE, The Magazine of Economic Affairs, published by New York University Institute of Economic Affairs.

bequest separate from your regular funds and use it for investment exclusively in fields where rapid growth is likely. In that way you can seek major, long-range gains and not be frightened by any short-range dips in the curves of economic growth.

The economic picture I foresee for the end of the century is that construction will be our major industry, the sun will be our major power source, and the most important raw material will be water.

Most of the inventions through which these developments will come will be made by large corporations. But some—and particularly some of the more radical ideas—will come from small organizations or individual scientists.

Here you will find opportunities for enormous profits. A small company holding a single basic patent in one of these new fields can quickly grow into a giant corporation.

Probably the most important opportunities of all will come through development of a new type of chemistry involving chemical reactions, or energy conversions, by "tailored molecules" in "lock-and-key" relations.

In the ordinary chemistry of the research laboratory and the industrial plant, molecules dance around in helter-skelter fashion, reacting when they happen to collide in a particular way. Hence these processes tend to be wasteful of energy and to yield

by-products, often useless, through side reactions.

In the living cell, of course, things happen very differently. There the molecules unite closely in "lock-and-key" relations with complex enzyme or catalyst molecules that produce carefully controlled reactions with high efficiency.

A great deal of research today is directed toward finding out how biological catalysts work. Yet, few men are thinking about developing completely new types of complex molecules to give *controlled* reactions in a similar way.

In time this is bound to come, and these developments can change the whole pattern of our industrial power, by enabling us to "tailor" fuels to our power needs without producing any wasteful side reactions.

You should be prepared to set up your own organization to perform laboratory research in this field, if you find a truly promising man with a promising lead. However, for such a venture you should bring in additional capital from outside, rather than risk the entire fund on one speculation.

As I mentioned, the sun will certainly become our major power source. Each day the sun supplies the earth with more energy than man has used since he appeared on earth.

The technological problems involved in converting sunlight to electricity should be simple once the

necessary fundamental knowledge has been gained. And distribution costs will often be extremely low, for most domestic users will be able to generate their power needs on the roofs of their homes.

Devices for converting sunlight to electric power may be similar to the silicon cells recently developed by Bell Telephone Laboratories. Or they may be thin membranes of complex organic molecules, unlike anything in nature, but carefully "tailored" for this particular function.

An essential adjunct to solar power is the storage battery. Present batteries store very little energy per pound compared to what is stored in a pound of oxygen-gasoline mixture. Therefore, be on the lookout for radically new ways to store electrical energy. Also the fuel battery will come. This is a device that burns liquid fuel, using oxygen from the air, to produce electricity directly. It will be employed principally for powering automobiles and helicopters.

Another group of investment opportunities will be connected with water shortages. Water is one of the very few industrial materials for which there is no satisfactory substitute.

We can, therefore, expect increasing concentration of industry around the Great Lakes, along major rivers, and by the sea, with water rather than transportation as the main lure.

Watch also for new methods both

of water purification and water conservation.

One method for purifying sea water and brackish inland waters will employ electricity from solar batteries to remove dissolved substances by electromigration. But eventually, the solar cells and the purification system will be combined in a single membrane of complex organic molecules, as efficient as a membrane of living cells.

I foresee pools of salt water covered by thin membranes exposed to the sun. Compounds within the membrane will absorb light energy and apply it to transporting pure water through to the upper surface.

There is no question in my mind that by 1980 construction will be our major industry. As America becomes ever richer, desires for food and clothing will be more fully met, so that people will inevitably take advantage of the opportunity to have spacious, luxurious housing.

Automobiles will largely give way to battery-powered helicopters, with automatic radar controls to make them as safe as railroad travel now is. These will permit the break-up of cities into vast suburban-type areas.

By 1980 or 1990 houses will very likely be constructed largely of a vitreous foam. I foresee furnaces borne on trucks that will melt a mixture of sand, alkaline rocks and limestone, obtained locally where possible. The molten glass thus created

will be mixed with air and blown out through hoses to produce foundations, exterior walls and roofs of large ranch-type houses. Walls a foot thick will be quickly and cheaply built up in any shape desired. They will be sturdy, fireproof and give superb heat and sound insulation. Outer surfaces will be smooth and hard, made from solid glass unmixed with air and colored by pigments added to the melt.

For some years after I am gone, housing will remain "the industry that capitalism forgot." But around 1975, barriers of inertia, local ordinances and restrictive union rules will collapse under the pressure of the new construction methods.

As soon as these methods have been employed in a few parts of the country, there will be irresistible demand from other regions. So during the 1960's you should be searching

for the progressive and aggressive firms that will be fighting to develop the new construction industry.

I have outlined what will probably be the major trends in industrial development during the remainder of the century. You should make investments with full confidence in the future of American industry.

Unless World War III occurs, there will be continued progress at an ever accelerating rate. Do not be frightened by mild recessions.

I am certain that there cannot be another prolonged and severe depression. By following my recommendations, you should be able to increase my bequest to more than fifty million dollars by 2000 A. D., and thereby enable Bentley College to become one of the leading universities in this part of the country.

Respectfully yours,

R. C. Ryder

AUTHOR'S NOTE: I imagine that the president and regents of non-existent Bentley College viewed these prophecies as extravagantly visionary, but my own impression is that the fictional Mr. Ryder was far too conservative. History shows that prophecies are almost always considered far-fetched by contemporary observers, and then are proved by posterity to have been over-conservative.

For example, the three major prophetic novels of the early 1930s—H. G. Wells' *The Shape of Things to Come*, Aldous Huxley's *Brave New World* and Olaf Stapledon's *Last and First Men*—have already been outmoded in several respects. The first two do not mention atomic power at all, and in the third it does not appear until about 2100 A.D.—G.R.P.

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The Supervisor's Dual Role

by John P. Roche

Executive Vice President
Heppenstall Co.

IT is generally acknowledged that after man satisfies his basic wants, he then seeks power. You, as part of management, represent some degree of power in your organization. Your skill as a supervisor—your prospect for advancement in management—will be governed to a large degree by the judicious exercise of your power.

Some of you may think, "Don't talk to me about authority. I don't have any in my job. I am overruled every time I make a decision, so I don't make them any more." If such be the case, I feel sorry for you and, also, for your company. But for my purpose, we will stick to the supervisor who has the responsibility and the authority to do a management job.

I have no brief for the supervisor who continuously berates the present state of affairs and longs for the good

old days. Such a man has lost the faculty to think ahead—to plan the answers to tomorrow's problems. Such a man has stopped thinking. He is the weak link in the chain of management.

Every one of us, at one time or another, has called attention to the fact that he is living in an age of great change and development. No one knows what tomorrow will bring. We make such statements, but we seldom identify them with ourselves. Today's changes apply to all of us. If you see your job today in the same light as a year ago—or two years ago—then take stock, because the parade has passed you by!

Legally, under the Taft-Hartley Act, a supervisor is a member of management, but, like all laws, there are innumerable and often conflicting interpretations. Another definition

of the supervisor is that he is the master and victim of double-talk. Such is a facetious way of pointing up the dual role of the supervisor. He is a subordinate in the management organization and a superior to those under his control. The goal of top management may be at variance with the desires and aspirations of the group being supervised—a conflict of interest which the supervisor must resolve to the over-all good of the company. Here the judicious exercise of power by the supervisor and the recognition of his problems by top management are inseparable. Failure on either side can be disastrous.

In 1949, the Institute on Human Relations of the University of Michigan initiated a management development program at the Detroit Edison Co. The first step in the program was to evaluate the effectiveness of first-line supervision. The unique feature of the study was the fact that top management and employees were asked to evaluate company supervisors. Under the circumstances, the criteria, or bases of evaluation, were tremendously important. Top management used the following:

First, **PERFORMANCE**—What results does this person get in the quantity, quality, cost, and time elements of his work; in customer, employee, and union relations; and in safety? In getting those results, what are his methods of and success in

keeping records, following up on activities, handling detail, maintaining quality, delegating responsibility, keeping conscious of costs, organizing his work, developing his people, guiding rather than dictating?

Second, **PERSONAL QUALIFICATIONS**—What are the personal qualifications of this supervisor that are pertinent to his job? What is his greatest single strength? What is his most noticeable weakness?

On this basis, top management rated supervisors as follows:

1. immediately promotable
2. promotable
3. satisfactory plus
4. satisfactory
5. questionable
6. unsatisfactory

Employees' feelings toward their supervisors were determined by answers to a group of questions. The answers were then related to the ratings already determined by top management to see if the employees' ratings compared favorably with those of top management.

The first question: "Is your supervisor good at handling people?" Seventy-one per cent of the employees working under supervisors whom management appraised as "immediately promotable" felt that their supervisors were good at handling people. Only 24 per cent of the employees under supervisors who were rated unsatisfactory, felt the same way.

Another question: *"Is your supervisor a leader of men or a driver?"* Here, 67 per cent of the employees under the supervisors designated "immediately promotable" considered them *"a leader."* Only 4 per cent considered them *"a driver."*

Another question: *"Is your supervisor reasonable or bossy?"* Here again, 53 per cent of the employees under the "immediately promotable" supervisors considered them *"reasonable"*; only 11 per cent considered the same supervisors *"bossy."*

Another question: *"Are you free to discuss job problems with your supervisor?"* Seventy-five per cent of the employees under the "immediately promotable" supervisors said *"yes."* Only 43 per cent of the employees under the "questionable" or "unsatisfactory" supervisors could answer the question in the affirmative.

"Do you know what your supervisor thinks of your work?" Seventy-nine per cent under the top supervisors said *"yes."* Only 42 per cent under the "questionable" or "unsatisfactory" supervisors said *"yes."*

"Are you free to discuss personal problems with your supervisor?" Fifty-four per cent under the top supervisors said *"yes."* Only 26 per cent under the "questionable" or "unsatisfactory" supervisors could answer in the affirmative.

"Will your supervisor go to bat for you when you have a complaint?" Fifty-four per cent under the top supervisors said *"yes,"* but only 29

per cent under the "questionable" or "unsatisfactory" group could answer in the same manner.

It is apparent that there is a much easier line of communication between highly-rated supervisors and their employees.

Another feature of the study covered "Extent of Recognition." Here the top-rated supervisors used the following methods more than the supervisors who were rated low:

1. praises sincerely and thoroughly
2. notes good work in rating and reports
3. trains employees for better jobs
4. recommends promotions
5. gives more responsibility
6. recommends pay increases
7. gives a pat on the back
8. gives more interesting work

The question naturally arises whether the so-called top-rated supervisor is so close to his employees that he is not really a member of management. To analyze this matter, employees were asked to check from among the following items the one that best described their supervisor:

1. He is usually pulling for the company.
2. He is usually pulling for himself.
3. He is usually pulling for the men.
4. He is usually pulling for the company and the men.

By this test, 75 per cent of the top-rated supervisors were designated

as pulling for the company and the men. In other words, the supervisor who can understand the objectives both of the company and the men, and who is recognized by the employees as a member and representative of both management and the working group, is also rated highest by management.

At least 50 per cent of the group studied did not feel that it is impossible to pull both for the company and for the men. Such an atmosphere was not created by first-line supervisors alone. It reflects the extent to which top management recognizes the importance of integrating the goals of individual members with those of the organization.

The first-line supervisor must be an accepted member of his own management group *and an accepted member of the work group he supervises* if the total organization is to function effectively. This dual allegiance poses no problem for the supervisor if the goals and expectations of the two groups are generally compatible and if both groups recognize it.

If, on the other hand, management fails to recognize this dual situation and attempts to enlist a supervisor's undivided loyalty, he may lose his ability to act as a representative of his employees and his effectiveness in helping management gain its objectives. At the same time, if the employees fail to recognize the dual position of the supervisor's role and

try to capture his complete loyalty, he may lose his ability to act as a representative of management and, in the long run, his effectiveness in helping employees reach their goals.

This study at Detroit Edison is sufficiently broad to be representative. I insist that we can use the same principles in our industrial organizations, whether it be the office or plant—union or non-union.

The answer is LEADERSHIP—HUMANE LEADERSHIP—A DEMOCRATIC LEADERSHIP—in our industrial society. The company which does the best job of training its first-line supervision for leadership will receive the best employee co-operation, the highest production and the greatest job security for employees and for management.

These statistics point up the fact that we must recognize the dignity of the individual in our plants, just as we do in our political society and in our churches—and not just from a social or moral point of view. It's the smart thing to do because it shows up well in the profit column of our P. & L. statements.

Such an approach is not the easy way. It is full of frustrations and many bitter disappointments, but the rewards are great indeed!

The secret of our great productive machine is found in our private, competitive economy and in the ingenuity of industrial management.

We have a skilled and productive labor force, but the tools which give

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rise to the skill of the worker come from private investment; in other words, risk capital. These tools enable the American workman to earn enough money to buy the goods which he produces; thereby we have our standard of living.

But this great system of ours is a delicate and complicated process. We may lose all our advantage if the American worker loses confidence in the system. First-line supervision is the best link we have between top management and the worker, whether he be in the office or in the plant.

We have house organs, trade journals, radio, and TV, but there is no substitute for personal contact. From an industrial point of view, the first-line supervisor has to be the best salesman for our private economy. Not by a lecture—not directly—but more by the way he does his job.

If he fails in his job as a salesman of the system, then little else matters despite meeting production or sales quotas or bettering cost budgets. Never lose sight of the true perspective. Never let it be said of us in management that we won the skirmishes but lost the battle.

"In and around Moscow, the Soviets have arranged a multitude of exhibits to impress large visiting delegations, especially those from the satellite countries and Red China. Seeing these exhibits alone, one would be highly impressed with Soviet culture, industry and agriculture. But the country does not sustain this standard. These exhibits are just one of the many skillful propaganda devices used to try to convince their own people and gullible visitors."—*Sen. Estes Kefauver of Tennessee, reporting on his trip behind the Iron Curtain.*

"If the Lord gives us our daily bread," 6-year-old Mary was overheard asking her mother, "and Santa Claus brings the Christmas presents and the stork brings the baby, then what's the use of having Daddy around?"

Mental Health In Industry

Many individuals who would not ordinarily be regarded as mentally ill are conspicuously maladjusted socially. They don't get along with people around them. They account for a major part of the employee turnover in every business. Repeated surveys have indicated that 70 per cent of all dismissals are the result of social incompetence and not more than 30 per cent result from technical incompetence. —*The Menninger Foundation Report of Progress, 1954-1955.*



"Mrs. Smith, what's this I hear about you planning to pass out cigars?"

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*The rare, magic secret
in the swords of Damascus
and John Deere's plows was*



The Steel That Spanned a Century

By Dr. Arthur C. Bining

Department of History
University of Pennsylvania

THE STORY of crucible steel is all but forgotten in this atomic age of massive output and the greatly advanced methods which have made it possible. The process seems crude now and as obsolete as the Stanley Steamer.

Yet visitors to a tiny mill on the outskirts of Pittsburgh can still see small quantities of it being made. Annual output is down to only a very few tons—expressly requested by specialty steel users.

There was a day when crucible steel was the only answer for a high quality product. In terms of years its active American life really began

about 1818 and lasted for a little more than a century.

Like many another invention, it had its modern-day roots in England. Its ancient roots lay much farther east.

The man who discovered it, or rather rediscovered it, was a Doncaster clockmaker named Benjamin Huntsman. The original discoverer? Well, as the phrase goes, he is shrouded in antiquity. Likely he was some nameless Hindu of the long-dead past, for India was probably making steel before the Christian era began. Some of it must have made its way to the forges of Damascus, for many

Reprinted from Steelways, December, 1955 issue.

of the famous swords bearing that name were crucible-made.

So when Huntsman sought a harder steel, not only for his clock springs but for tools and locks, he came upon the secret lost so many centuries before. The time was 1740.

An ingenious and ambitious craftsman, he took the "blister steel," as the cementation product was called, and remelted it in sealed clay crucibles. Then he cast it in ingot molds. The damaging weld lines and slag streaks, which had prompted him to look for something better in the first place, had disappeared.

Huntsman knew he had come upon something valuable and he resolved to keep it to himself. He took out no patent. He swore each workman to secrecy. He insisted that much of the work be done at night. As a result, decades passed before crucible came into active competition with cementation steel.

For those unfamiliar with the cementation process, it was carried on in England by packing iron bars, generally brought from Sweden, in charcoal and heating rather than melting them in long "pots" at cherry-red heat for 10 or 12 days.

After the bars had cooled, the iron had become steel through the sheer absorption and distribution of carbon from the powdered charcoal. Cementation steel obtained its somewhat derisive name of "blister steel" because of the blisters appearing on the bar's surface: the result of the

chemical action of carbon on the slag contained in the wrought iron.

It was neither hard enough nor pliable enough to make the tools perfectionists like the silent Huntsman demanded.

HUNTSMAN was so silent, as a matter of record, that no documentary evidence of his experiments and of the details of his 36 years of labor were ever found.

But while he lived and worked in an atmosphere of cloak-and-dagger drama, his contemporaries were doing some shrewd guessing. They were certain that one of his keys to success was in the complete melting of the metal, and they were right.

Likely, they whispered, Huntsman was melting cementation steel and other steel scraps in crucibles at great heat. He had to develop a clay crucible of which any potter or kilnkeeper would be proud, for it had to weather both high temperatures and rough handling by iron tongs. The crucible *was* good.

Once having developed the process, one would have thought the famous Sheffield cutlers would be beating a path to Huntsman's door. But they were dubious—and highly conservative. It was not until 11 years after Huntsman's death in 1776 that some of them saw the light and bought crucible steel from his son, William, who had been left the business.

Across the Atlantic, men were also seeking to find better ways of

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making steel and the pressure was on them much more than it had been on Huntsman. Both America's tonnage and quality were low. In 1810 the new nation had been able to produce only 917 tons of cementation steel, and a considerable amount of that was primitive and undependable.

Naturally, American steelmakers had not been getting much aid and comfort in such matters from England. But their determination to find the answer led them into crucible steel in 1812.

Experiments were conducted at the Delaware County (Pennsylvania) iron-works of Malin and Bishop. Their efforts foundered largely because of the clay. They simply could not find a native material for the crucible that would stand up to intense heat.

Finally, six years later, on the hallowed site of Valley Forge, some crucible steel was made. Success lasted hardly long enough for the steelmakers to drink to it. They failed very quickly, not so much this time because of the clay container, but because they could not maintain a supply of high grade ingredients for the product itself.

If there is an American counterpart to Benjamin Huntsman, he is two men: the brothers William and John Hill Garrard. They had emigrated from England and established the Cincinnati (Ohio) Steel Works. There in 1832 they produced a good

quality crucible steel from American and Swedish iron. They obtained the all-important clay for their crucibles from Western Virginia, and this time they had the materials to go with it.

The Garrards, unlike Huntsman, had no trouble finding a market. Their crucible steel was soon in demand for the best saws, knives and files. It was used for the blades of the first McCormick reapers. Then came disaster, that oft-unwelcome guest at the banquet, this time garbed as the Financial Panic of 1837. The Garrards closed their doors.

For one reason or another, and there were plenty, no one of record followed the Garrard's example and set up a shop majoring in crucible, even when money came back into circulation. Crucible steel was generally made at American cementation plants. Slabs of crucible, for instance, were rolled at the works of Jones and Quigg in Pittsburgh for John Deere of Moline, Ill.

It was used in the manufacture of Deere's steel plows, which were so instrumental in opening up the heavy, sticky soil of the western prairies.

But this was rather exceptional. Probably the greatest deterrent to flaring expansion was dollars and cents. The best quality of cementation steel had to be used and the men who worked it commanded relatively high pay. Imports from England,

where wages were lower, could undersell the domestic product.

And then there was the old bugaboo of clay. That, however, was finally routed by making crucibles from selected clay blended with graphite and old crucibles pounded to dust.

During most of the 19th century, few changes took place in crucible's technology. Year after year, pieces of cementation and shear steel, together with some black oxide of manganese, were placed in the crucibles, which were arranged in pairs in the furnaces and surrounded by coke or raw coal.

When the steel was thoroughly melted, the crucibles, of 60 to 80 pounds capacity, were withdrawn from the furnace. After the slag was skimmed off, their contents were emptied into molds. The molds formed small "ingots," usually two to four inches square and several feet long. After being liberated from the molds the ingots were reheated and rolled or hammered, then cut to sizes desired.

When new types of steel appeared later in the last century, changes

were more or less forced upon the crucible makers. Instead of blister and shear steel, wrought iron bars or soft steels were substituted. These were melted in the crucibles with carbon obtained from charcoal. Proper amounts of silicon, manganese and other materials were also charged to become a part of the alloy or to have a cleaning or fluxing action upon the metal.

But even these advancements could not keep crucible from falling behind in the race against the newer methods of producing fine steel. Nineteen-sixteen saw crucible steel reach its peak in the United States when about 130,000 (long) tons of ingots and castings were produced. But in that same year a total of almost 43,000,000 tons of steel of all types was made, largely, of course, by the Bessemer and open hearth process.

With the 20th Century the electric furnace entered the field, and some indelible handwriting appeared on the wall. No longer could the crucible method stand as the sole or even an important source of fine steel.

No matter how fast you are going, the fellow who passes you is a reckless driver.

Gus and Ole, at a Northern fishing resort, rented a hotel boat and found great fishing at a certain spot in a nearby lake, so great that they decided to mark the place and come back for more sport the next day. At the dock Gus said, "Ole, did you mark the spot?"

"Yah," said Ole. "Ay put a chalk mark on this side of the boat."

"Boy, are you dumb!" exclaimed Gus, "Maybe ve von't get the same boat."

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TOO MUCH AMBITION CAN BE A DANGEROUS THING

by Irv Leiberman

THERE'S DANGER in "hitching your wagon to a star." It can mean disaster for you and your family.

Johnny Brereton, a 26-year-old pre-medical student at the University of Illinois, found that out.

Brereton, an ex-G.I. with a wife and young child, recently reported to the University's Student Counseling Bureau with a crucial problem. His medical career was in jeopardy, and he wanted to know why.

It didn't take bureau experts long to uncover Johnny's difficulty. It was one that afflicts millions of Americans today. In the words of Dr. William M. Gilbert, University of Illinois' psychology department: "This man set his goal too high."

When Johnny entered college, he made up his mind that he would be No. 1 in his class. He worked des-

perately hard to fulfill this ambition but, good as he was, he wasn't quite good enough to lead the class. Disappointed, he determined to work even harder. He cut out all social activities and boosted his study hours to 70, 75 and then 80 a week. He scarcely took time to eat.

The strain was too much for Johnny, and he cracked. He became nervous and irritable. Soon he was quarreling so bitterly with his wife that she left him. Then his marks got worse rather than better. In fact, they dropped so far that he couldn't qualify for admission to medical school.

"Life is one horrible mess," he said.

The Illinois Student Counseling Bureau was able to help Johnny Brereton. (That's not his real name,

of course.) It made him recognize that he had let his ambition run away with him.

Countless other people have the same tragic trouble, are threatened with failure in their business lives, a breakup of their marriages, physical and mental illness, even death.

Says Dr. Gilbert, "The popular conviction that the higher a person's goals are, the better, could hardly be more wrong."

SEVERAL organizations have made surveys of ambitions—levels of aspiration is the technical phrase for them—and the effects they can have on people. The results are surprising.

According to the findings, extremely high ambitions can result in such serious consequences as:

1. *Less success in your work and in your life generally than would be the case if your goals were more realistic and attainable.*
2. *Continuous dissatisfaction with yourself.*
3. *All types of neurotic symptoms from acute anxiety to stomach ulcers.*
4. *Complete mental breakdown.*
5. *Suicide.*

On the basis of interviews with several thousand workmen at numerous plants, it has been established conclusively that people face catastrophe when they allow their ambitions to outstrip their capabilities.

There was Tony Barrato, for instance, who suffered from terrifying fears that he might do something

wrong. He was endlessly afraid that he might make a mistake on his job, even that he might offend the boss in some way or other.

But that wasn't all. Tony was also obsessed with the notion that he might harm his wife.

"Gee, Doc," he said, "I'm scared all the time that I'm going to hit my wife or stab her or something, and Lord knows I don't want to hurt her. I love her too much."

Tony's case was a tough one, but the consulting psychologist came up with the answer. It was ambition—Tony's ambition and that of his parents.

Tony's parents had been immigrants who had not had the advantages they saw their son enjoy. Consequently they had continually pressured him to "make good."

"You mustn't make any mistakes ever, Tony," they had said.

From childhood, therefore, Tony's ambition always had been to be perfect. Now, the accumulated pressure was wrecking him. He had to go to a sanitarium.

In the course of investigations, these survey organizations established the fact that "millions of Americans have a tendency to bite off more than they can chew and much more than they can digest."

Other experts in the human-relations field, too, recognize this widespread tendency.

Ernest de la Ossa, director of personnel for the National Broad-

casting Company, said recently, "Every personnel manager is continuously confronted with employees whose ambitions are not commensurate with their abilities. It is a serious question for us because the employee who permits his ambitions to get out of hand never can do any job well."

For example, recently a young man was hired for a clerical post by the National Broadcasting Company. He wanted to become a network salesman and the job he got should have provided excellent training for him.

Unfortunately, he didn't take advantage of it. His ambition wouldn't let him.

Within a week after he had been engaged, the young man started pestering the NBC sales manager to try him out as a salesman. Although the manager said he didn't have enough experience, the young man kept hanging around the manager's office. Soon, he wasn't getting out a lick of work on his own job.

The upshot? The young man is no longer with NBC.

Luckily, you can do something about it if you have the wrong kind of ambitions. Experts have worked out a program to aid you.

The first step is to sit down and figure out what your broad goals in life actually are. Make a "personal audit." Ask yourself:

Am I after a large income? If so, how large? Is it executive responsibility I want, or merely a job I en-

joy? Is it security I'm seeking? Independence? Do I long for fame? For social standing? Am I anxious for a happy home and family?

When you've decided what your goals are, jot them down on a piece of paper. Next write down what you feel you must do in order to attain these goals—change jobs in your plant, go to night school, whatever it may be.

Now, ask yourself whether you truly have the qualifications necessary for doing whatever it is you think you must do to achieve your goals. If, for example, it's executive responsibility you wish, do you have the background and the leadership ability to obtain a top-ranking post?

WRITE down the answers to these questions and then decide coolly and calmly whether you're going to be able to reach the goals you've set for yourself through the means you've chosen.

You may find that you're on the right track. On the other hand, you may find you're "off the beam" and have to make adjustments.

Should that be the case, don't give up. First, see if there are other means of attaining your goals than those you've selected.

It may be that a little extra training will help you get where you want to go, as in the case of a 47-year-old man who recently enrolled in a school of commerce. After 25 years

in one job, he recognized that he didn't have "know-how" to qualify himself for the executive post he wanted, so he went back to school to get it.

If, however, you can see no reasonable way of getting what you want out of life, you can be sure that there is something wrong with your ambitions.

Making this audit won't be easy, but if you are honest, you'll soon

find out whether your goals are askew.

Dr. Gilbert suggests, "If you see that your goals are hopelessly above your head, then you have to change your ambitions altogether. You've got to decide what you really are qualified for, and make that your ambition. This will require courage but you have to do it if you wish to safeguard your health and happiness and that of your family."

TO GET THE BEST FROM YOUR TEAM

- ✓ *Study the use of incentives.*
- ✓ *Keep them well informed.*
- ✓ *Give them a sense of security.*
- ✓ *Develop their interest in the job.*
- ✓ *Check on their working conditions.*
- ✓ *Select with care.*
- ✓ *Co-operate closely with other departments.*
- ✓ *Set a good example.*

Reprinted from FOREMAN, a publication of the Industrial Welfare Society of England

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Thoughts of Top Management

by S. S. Davis

President and General Manager
The Corrugated Container Co.

OUR NEW personnel manager, in discussing the various elements of his job, referred to plant supervisors as the "forgotten men."

Of course, these men know that they are not forgotten by the people who work under them, since they hear enough references made by those folks, often in quite endearing terms. These foremen are reminded also of their own existence by the sales department when one wrong piece out of a thousand is produced. Management also remembers them when costs are high, service slow, or overtime premium paid.

Then, of course, the union committee meets with the "boss" when it can't solve problems with the foremen and everything turns out all right. He gives the same answers that the foremen did but he has them accepted. Why should anyone in his right mind have such a job as a production supervisor?

It's a tough job. The foreman's problems are like those of a mother with her kids. She's got them all day long. She's correcting them constantly until her voice turns strident and the kid's ears turn deaf. Then the "old man" comes home and, either with a new fresh voice sets them straight or he listens to their pleas, makes a Solomon-like decision, turns to his wife and says, "What's the matter with you? Can't you handle your job?"

But there is another side to the foreman's job. You know what it is. It's the opportunity for greater self-expression; the opportunity to exercise your ingenuity; the opportunity to multiply your own skills.

When you become a supervisor, you suddenly become a man with power, and the good one knows that with this power there must be responsibility. He has to mix humility with leadership. He knows he can cut off another man's job, his livelihood, much at his whim. Men who deserve to have these posts of leadership soon recognize this respon-

sibility and develop a sense of fair play. Their satisfaction comes from an inner growth and respect for his own place in the economic society.

You men, through the Foremen's Club, increase your own stature. *In my observation, the Foremen's Club of Columbus has been the greatest influence in the development of the supervision in our plant.* While the technical courses have been most valuable to our men, the much greater good has been from the education and inspiration as to the importance, the magnitude, the opportunity that exists in foremanship. You have found out together that others have your same problems; that other men are seeking intelligently, sincerely, and with a high sense of purpose, the solutions to these problems. This alone makes your organization a very vital part of our Columbus economic life.

Management is at times guilty of making the "forgotten men" label appropriate, but I don't believe you will ever be actually "forgotten men" as long as you continue this effort that keeps you from deserving the name.

Reprinted from "What's New," a bulletin of the Foremen's Club of Columbus, Inc.

The policeman raised his hand. The young lady stopped the car.

"As soon as I saw you, miss," the policeman declared, "I said to myself, 'Forty-five at least.'"

"Oh, no," said the young woman. "It's this hat that makes me look so old."

"And in conclusion, my dear students, I shall give you a demonstration of the evils of the Demon Rum. I have here two glasses, one filled with water, the other with whiskey. I will now place a worm in each glass. Notice how the worm in the water squirms and vibrates with the very spark of life, while the worm in the whiskey writhes in agony, curls up and dies. Now, young man, what is the moral of this story?"

Young man: "If you don't want worms, drink whiskey."

More than 50 million Americans a day shopped, dined, relaxed, and traveled to special background music during 1955, according to Charles C. Cowley, executive vice president of the Muzak Corp.



"Your factory friends are very funny!"

MEMO

To All Members,

The National Management Association.

From Gordon R. Parkinson, President


*(For the NMA Executive Committee and the
NMA Board of Directors)*



The National Management Association, formerly The National Association of Foremen, is a great new name for a grand old Association. Founded 30 years ago by the foremen of America, the NMA is a permanent tribute to the foreman, who built the Association as he himself grew in management stature.

We are beginning to take advantage of our highly-promising future under the new name. You would probably like to know certain facts about your Association:

Your local club is absolutely free to have any name it wishes. We honor the local prestige possessed by our clubs. The only name changed is the national organization with which your club is affiliated. Now we are the NMA instead of the NAF.



The primary aims and objectives of the NMA are the same as the NAF. Our principal emphasis will still be on management development. Management unity through fraternal association of all levels of management shall continue to be a prime purpose of our Association activities. The NMA will always be the professional Association of the management man desiring to grow in stature through his own initiative.

With the change to a name so fitting of our Association's membership, activities and objectives, we mark the successful accomplishment of one of our oldest, most basic objectives: the establishment of the industrial foreman as a bonafide member of management.

The NMA not only is the world's largest management association, but it is made up primarily of management's strongest, most vital links—the foremen.

Already your Association is fast becoming known as The National Management Association. The name-change was the decision, announced on January 26, of our affiliated clubs.

Gordon Perkins

A Supervisor's Guide to Intelligent Labor Relations



by James M. Black

FOREMAN Walter Henderson was on the spot. He had done some emergency trouble shooting and here he was all mixed up in an arbitration case.

It happened like this. A job was going sour. He moved in to straighten things out. The employee didn't like it. Words were passed. Henderson claimed insubordination. The worker yelled, "Frame!" And now an arbitrator was hearing the story.

Insubordination is a tough charge to make stick. Particularly is this true if it involves an employee with long service. Many a supervisor has learned this lesson the hard way. He gives an order. The worker refuses to carry it out. Then the foreman lowers the boom. With a loud cry of "Foul!" the employee lickety-splits to the shop steward, denying everything.

The rest of the story is a twice-told tale. Grievance to arbitration.

When this happens the supervisor had better be in a position to back his act with fact. Moreover, he should be ready to document his facts on the written record and with witnesses. Otherwise the employee may be reinstated and the foreman's authority undermined.

In every plant, emergency situations occur. When they do the foreman may take off his coat, pitch in and get the operation going again. Very frequently his work results in a grievance. The charge: Foreman doing a production job.

This happened to Foreman Henderson. No, that's not his real name. But his is a very real story. It's a story one of your employees could write with you as the main character any day.

Walter Henderson was a foreman for a midwestern manufacturer. One day he found the operator of an extruder having trouble. The ex-

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trading process involved recapturing certain waste materials. It required a careful balancing of water content with the solid portions of the mixture so that the final product, called pellets, extrudes through the openings at the end of the equipment.

Henderson looked at the job and saw too much water had mixed with the sludge. It was an emergency, he thought. He took over until the excess water had run off. He knew if the water control was too low the extruder would become damaged, and production would suffer.

The employee resented his foreman's interference. There was no emergency, he claimed. And this is the crux of many a labor dispute. What is an emergency? A foreman has to use good judgment in deciding.

In any event the employee didn't like his foreman stepping in. Perhaps he believed he lost face by having to work under close supervision. He argued over every order. He was dilatory. He was slow. While he didn't actually refuse to carry out his boss' commands, he did do the next best thing. He forced Foreman Henderson to stop work repeatedly, to ask, "Are you refusing to obey an order?" "No," he would reply, and unenthusiastically carry on.

Finally Henderson lost patience. The employee was fired for insubordination. Was the foreman right? Did he act wisely? Let's see what happened.

As you might expect, the case went to arbitration. The company based its arguments on the record. It reminded the arbitrator that once

ABOUT THE AUTHOR

James M. Black has had 15 years experience in industrial and labor relations and has written widely on the subject in national magazines. As a staff member of one of the nation's large service industries, he has had many opportunities to study union-management affairs in a variety of companies. In addition, he has had wide experience in industry, serving on the staff of Associated Industries of Cleveland and as director of public relations for ATF (now the Daystrom Corp.), the parent firm of a number of manufacturing plants in different industries. He is the co-author of "Successful Labor Relations in Small Business" (McGraw-Hill), and author of a new book "How to Grow in Management" which will be published by Prentice-Hall. He also has written articles for the Saturday Evening Post, Ladies Home Journal, Esquire and The New Yorker.

before the employee had been given three days off for refusing to carry out an order. So tight was management's case in this instance that no grievance was filed.

Another time this same worker's insubordination caused a foreman, later demoted, to strike him. While the company did not attempt to justify the former supervisor's action, it did say that the squabble could have been avoided if the employee had not provoked his boss by his sullen attitude. Still another incident, the company noted, occurred when the employee refused an order to pick up pellets from the floor.

And here he was in an argument once again, this time before an arbitrator. Although, said the company, in the latest dispute he had not told his superior point blank he would not obey his instructions, his lack of effort amounted to the same thing. Foreman Henderson was justified, said management. The discharge was deserved.

"Not so," replied the union. It argued that the employee, during the eight years he was on the job, had received but one reprimand. The misunderstanding about his refusal to pick up the pellets from the floor, the union contended, had been straightened out and the reprimand removed from the record. This the company denied.

The union said the discharge resulting from the present argument was unjustified and that the employee

had not refused to obey an order. Moreover, the union argued, the foreman had deliberately taken over the operation, not because an emergency existed, but to put the employee in such a position and under such conditions that he could be discharged. In other words, there had been a clash of personalities. The worker was framed and then fired.

Several statements the employee made during the hearing revealed his attitude and are a key to his personality. He testified, among other things, that the plant was not being run right; that the foreman ignored the safety rules; that he didn't want to punch holes because it would do no good; that he was not used to missing lunch; that he felt abused.

All in all, he was a man with a problem. That problem was the world. He was hard to handle. On the other hand, he had eight years' seniority. His attendance record was good. Several foremen admitted he was a capable operator when he wanted to be. But he wanted to be only when he could have his own way.

Did Foreman Henderson handle the situation properly? That's the question. The arbitrator ruled, "Yes." Perhaps there had been a clash of personalities. But the foreman was within his rights to operate the equipment during an emergency.

How did the arbitrator know a true emergency existed? Precedent

*This ca.
Relation
Internat
(June 18*

told him. Foremen had done the same thing before and under similar conditions. The union had acquiesced to the practice. Thus it admitted the emergency.

Furthermore, said the arbitrator, the employee took matters into his own hands. He by-passed the grievance procedure. He tried to settle his dispute on a personal basis. This alone supported the charge of insubordination.

If the employee thought he was being unfairly treated he should have carried out the foreman's orders until he had the opportunity to file a grievance. That way he would have protected himself. But he chose another course. The result: He lost his job. And deservedly so.

You are a supervisor. And you understand from experience what a tough job grievance handling is. It takes a lot of common sense. And no two cases are ever the same. Certainly on the surface they may look alike. But the facts may vary. And so may the practice of the company. An arbitrator is guided to a large extent by the practices of the particular company whose case he is hearing, and the precedents those practices establish.

So if you have a rule but don't enforce it, if you have a policy but apply it inconsistently, you can't rely on your rule or policy to see you through in an arbitration hearing.

It amounts to this. You can't go by the book just when it suits you. Nor can you dig up an arbitrator's ruling on a dispute that appears superficially similar to your own and use it as a guide for action. Even if you had the same arbitrator to hear your case, he could decide against you. The facts might be different.

Each time you listen to a grievance remember this. What you do is most important. You are building your company's case should the argument get to an arbitrator. You need facts to support your position. You also must have precedent for your actions if that is possible.

This is especially true in discharge cases. Unions will fight to protect a man's job. In such a matter the shop steward may privately admit the employee is wrong, but still he'll do his best to keep him on the payroll. A man's livelihood is at stake. An employee who claims he has been unfairly terminated is likely to get the benefit of the doubt, if there is any.

This case is based on an arbitration hearing described in the Labor Relations Reporter, August 17, 1955. National Carbide Co. and International Brotherhood of Foremen and Oilers, Local 320, AFL (June 18, 1955). Arbitrator: Carl A. Warns, Jr.

Rate Your Executive Ability

Grade yourself, using the honor system, and this simple test may reveal abilities you don't know you have, as well as deficiencies which may be corrected by application.

- 1—Do you get excited and flurried when unforeseen events jeopardize your plans?
- 2—Do you belong to the easy-going fraternity of those who say, "I'll cross that bridge when I come to it"?
- 3—Are you a good, fair or poor judge of the character and abilities of those around you?
- 4—Can you select, from the men and women you work with, the one best fitted to take charge of your work and direct it efficiently?
- 5—Can you delegate authority to others, or would you rather do the job yourself than take the trouble to explain it?
- 6—Have you supervised successfully any joint endeavor—in your work, or church or club?
- 7—Can you bestow deserved praise without making the complimented workers complacent and lax?
- 8—Can you censure a careless worker without leaving him resentful, but eager to do his work more efficiently?
- 9—Have you the ability to make others enthusiastic about their jobs?
- 10—Are you ready to accept the risks and personal sacrifices inherent in any top position—or do you prefer the greater security and more comfortable leisurely life which goes with less responsibility?

Now that you have answered these questions, are you willing to check and double-check your own judgment? Why not get a friend or associate to answer these questions about you, and then compare his answers with yours. You may be in for a surprise!

*Jim discovered
a little ignorance
goes a long way
if you . . .*

Never Ask “Why?”

by Leo West

JIM BLAKELY saw trouble in the shape of Inspection Chief Slick Benson marching down the main aisle.

“This is it,” he thought.

All morning he’d felt uneasy, although a production record was in sight in his department, and he’d been foreman only a month!

Slick halted in front of him, as if he expected a salute. Jim waited for him to speak. He hadn’t won his promotion by asking questions.

When you ask questions, you let people know you’re weak. Jim’s way was to find out for himself. Let other people ask the questions.

Slick shouted above the booming of the rubber hammers on the line. “Report from the field. That new synthetic won’t hold. We’ve got to find a substitute.”

Jim’s heart sank. That new synthetic had been his idea.

He felt an impulse to ask about Experimental, but he choked it. Slick continued: “If we wait on Experimental, it’ll take a year!”

Jim nodded, as if he’d known it all along.

Slick stopped the line. The men broke out of their stances stiffly and looked back at Jim.

This always made Jim nervous. If he were going to be a real foreman, he had to have the answers soon. If he didn’t come up with one right now, the whole plant would have to shut down on account of his department. His department would be blamed. No, it would be Jim himself. Hadn’t he pushed that new synthetic? Told them it would work? He’d stuck his neck way out.

In dismay, Jim’s wandering gaze fell on the repair bench where Buzz Johnson was still at work. Watching Buzz, it suddenly dawned on him that the old man was not using the new synthetic. Why not? What was he using? Jim forced himself not to ask. Strong men didn’t ask questions, especially of old men like Buzz Johnson!

Fascinated, he watched Buzz. Buzz

picked up a brush daubed with paint! Paint. Paint! Of course! When it dried it would hold! It must have. Buzz must have been using it for years. So obvious everybody had missed it.

In triumph, Jim dashed to the synthetic station. He demonstrated to a skeptical Slick.

A shout went up from the line. It jarred into motion.

Jim glowed with pride as the men eyed him with new respect.

It sure didn't pay to ask questions. If he'd asked Buzz, everybody on the line, and Slick too, would have known how weak he was.

Jim waited until Buzz was alone, then strolled over to the old man, attracted by something he could not resist.

Buzz spoke up at once. "I've been using paint for the last 10 years, son. Never had a bit of trouble."

Jim felt his heart skip. He hadn't fooled the old man a bit. Before he could stop it, a question popped out of his mouth.

"Why didn't you tell us when we were fussing around with those fancy synthetics?"

There, the question was out now. He couldn't pull it back. Jim felt a moment of panic. Then he saw a twinkle in the old man's eyes.

"Well, I'll tell you, if you really want the truth—"

"I sure do," said Jim earnestly. He was on the verge of discovering something he needed to know. Something vital.

"I didn't say anything cuz nobody ast me."

Here are the answers to "Test Your Word Sense" on page 12.

1-c, 2-c, 3-d, 4-a, 5-d, 6-b, 7-d, 8-b, 9-a, 10-b, 11-a, 12-c.

The boy was practicing his violin lesson in the house, while out on the porch, his younger sister was playing with the dog. As the boy scraped away on his fiddle, the hound howled dismally. The sister stood it as long as she could, then she poked her head in the open window and said:

"For goodness sake, Jimmy, can't you play something the dog doesn't know?"

"Young man," said the girl's father to the persistent suitor, "we turn the lights off around here at ten o'clock."

"That's okay," replied the boy, "we won't be reading."

New literature stresses the role of management in society

by Norman George

NEVER before has so much been written and said about management's responsibilities in society. Clarence Randall's *A Creed for Free Enterprise* undoubtedly focused attention upon the subject. It is refreshing and encouraging to find managers, themselves, pondering this subject.

Some of the ideas expressed would be quite surprising to the executive of yesterday. For example, Mr. W. H. McComb in his book, *The Businessman Must Save Himself*, urges modern executives to take the initiative in advancing human welfare and, thus strengthen the forces of world freedom.

Peter Drucker in his very significant book, *The Practice of Management*, also calls for businessmen to recognize their very vital role in the community. However, Drucker warns management not to overstep its responsibilities. Care must be taken, he says, that institutions of society, such as education, remain free from control by any segment of our society.

In a very thoughtful article, an executive of The Standard Oil Company of Ohio, wondered out loud if the objectives of our business society have not been too narrowly defined as simply the profit motive by executives, themselves. (*Skybooks*, O. A. Ohmann, *Harvard Business Review*.)

The author argues that managers must recognize that spiritual factors are as much a part of the business world as they are of our daily life. He asks managers of all levels to consider spiritual and moral factors in determining business objectives.

Another businessman, John Rhodes, vice president, Interstate Wells Co., replies to Mr. Ohmann's article rather curtly. He agrees to desirability of the things Mr. Ohmann calls for. But, he says, to expect them from present day managers is not realistic.

Mr. Rhodes aims his biggest guns at supervisors. Concludes Mr. Rhodes, "my advice to Mr. Ohmann is to do what good he can in industry, but never expect the millenium of the kindly, competent supervisor and the consequently, happy fulfilled employee. Experience is against it."



WHEN THE PRESIDENT of the United States endorses a product, that product is thoroughly endorsed. Conversely, if the President goes out of his way *not* to use a product, that product might just as well go out of business.

The President was photographed not long ago putting some artificial sweetening tablets in his coffee. Since sugar is used as a sweetener by most persons, the sugar producers were mighty unhappy about this negative endorsement. They know quite well that many persons, other than those to whom sugar is barred for medical reasons, pass up the sugar bowl in order to curb their weight. This was Mr. Eisenhower's reason for using the substitute. Sugar refiners wondered if a nation of hero-worshippers might pass up sugar because the President did. So:

The sugar people have set up an organization called Sugar Information, Inc., which has been running a lot of advertising suggesting that the use of sugar can help to reduce weight rather than add to it. The theory here is that sugar—there are only 18 calories to the level teaspoonful—raises the sugar content of the blood stream, thereby supplying energy, satisfying appetite and lessening the body's need for sustenance from sources that add too many calories. After this scientific approach the advertising goes on to suggest that the thing to cut down is not sugar use but the size of the portion of food, as well as the second helping.

What would help a good deal more would be a picture of the President *taking* sugar in his coffee. And if tea were to be substituted for the coffee that would help to keep the tea industry happy.

There is no denying the powerful effect on all of us of the example of the persons we respect. If the President, the movie star and the celebrity say something is all right, and prove it by using it, then it must be so. So long as the endorser is properly chosen, such an appeal makes a good deal of sense.

SALESMEN WANTED

As the country's wage-earners do better and the sellers start talking more and more about the second car and the second television set and the backyard swimming pool, the economists sound off on what they call "discretionary spending." This is the volume of non-essential spending, representing purchases other than food, shelter and clothing.

That's where the salesman comes in. He represents the difference between the use of this discretionary purchasing power for his product and its diversion to another product or to savings. There are not enough salesmen, and many of those with the title actually are order-takers.

There is good reason to believe that the phenomenal business done by the nation's retailers in the Christmas season could have been lifted by another 10 per cent if the clerks had been trained to sell and had been interested in selling.

Why is selling so commonly considered an undesirable occupation, and why does it usually appear on the bottom of the "I would like to be—" lists made out by students?

Robert Z. Greene has no more of a solution for the salesman shortage than the educators, but he has an important contribution to make to—

CONVENIENCE

—of the buyers, which is the same problem from the other end. He is the president of Rowe Manufacturing Co., which makes automatic vending equipment, including the familiar cigarette-selling machines, that dots the country.

It is his idea that automatic machines can and will be used more and more widely in stores, just outside stores and in places where conventional stores would not be profitable. Toothpaste, razor blades, containers of milk—these and a thousand other items can be bought from a machine at any hour of the day or night.

Would machines selling a single gallon of gasoline in a throwaway container spaced at half-mile intervals along highways do business?

And milk-vending machines in apartment house basements—would they be useful to the mother who runs short of milk?

These and similar machines represent supplemental sales, adding to total volume and helping to take the place of the salesman who isn't there, and doing his job at far less cost. Like automation, Mr. Greene's contribution to convenience is making possible a richer life and more leisure for all.



"Mr. Fratacelli is busy just now."

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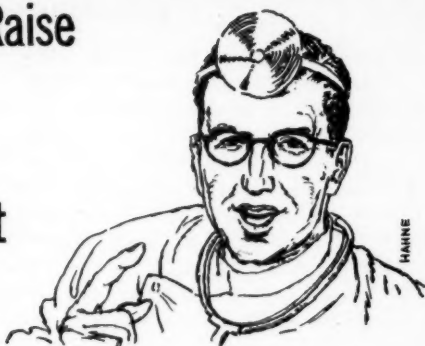
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Eight Ways To Raise Your Survival Quotient



THERE ARE eight ways to raise your survival quotient and get a lot more out of life at the same time.

In the first installment of this article, you were asked to answer five questions.

- 1—Are you eager to continue living?
- 2—How well do you manage yourself?
- 3—Do you panic under stress?
- 4—Do you like yourself and most people?
- 5—How do you face the future?

Consider all these questions carefully and then answer them. In this way you may be able to honestly surmise that your attitude gives you a good chance of living a long life. But in all probability there are places where you feel you fall down, places where you could improve your approach to happier living.

If that is the case, here are eight ways to raise your survival quotient.

1. *Quit worrying about your health.*

If tension has already given you chronic fatigue, depression, vague aches and pains or even more serious symptoms, don't stay away from the doctor's office for fear of his diagnosis.

Have a physical checkup and if it reveals no serious organic difficulty, accept the verdict sensibly and gratefully.

Doctors can treat emotionally induced, or functional, illnesses in two ways. The first is by psychotherapy, which takes a long time. The second calls for substitute therapy, in which a symptom rather than the cause is diagnosed and treated. This method usually has poor results on a long-term basis.

So perhaps you would be just as well off to attempt to change your-

This is the second part of an article entitled "Whoa, Take It Easy," which appeared in the August, 1955 issue of Changing Times, The Kiplinger Magazine, and is reprinted here with permission of Changing Times.

self with the help of your doctor, your minister, your wife or anyone else with an ability to understand your problems.

Continue, of course, to have physical examinations at regular intervals to prevent future worry about your health. Between times, try to forget about your untreatable ailments.

2. *Have fun.* Play is perhaps the soundest and safest way we have of working off aggression. When you swat a golf or tennis ball good and hard every so often, you don't feel quite so much like taking a swat at your wife, your children or your boss.

It is a way, too, of working off your competitive urge without chancing a defeat. If you win a game of bridge, you feel good. But if you lose, you can always say, "Oh, well, it's only a game."

The danger, obviously, is in using games to increase rather than work off tension. If you bet more than you can afford at the races or at the poker table, your fear of losing may count out any gains toward relaxation.

Always remember that the definition of true play is "a pleasurable activity in which the means is more important than the end." Otherwise, it would become work.

Passive play—attending the theater, looking at works of art, listening to music—is important, too, as a tension killer.

Having a hobby, if it is truly satisfying and creative, will make you a happier person, but choose activities

that counteract your basic faults. Are you a pessimist? Try gardening. Are you too withdrawn from people? Get into a church or community project. Does your work keep you in constant verbal bouts with other people? Choose a solo pursuit like stamp collecting or painting.

Everyone by now must realize that vacations from work, whether the work is at home or in the office or shop, are essential to re-create a man or woman weary of the daily grind. But we too often nullify their effects by making our vacations more work than fun. We go too far and do too much, we spend too much money and worry about it, we fret about undone chores and need ceaseless activity to forget them.

Make your vacations truly pleasurable. Don't combine work with your vacation if you can help it. Do something that really is a change in scene and tempo from your lot during the other weeks of the year, and by all means, take it easy.

Laughter, also, is good medicine, but too many of us take too few doses for our own good. Learning to laugh with real pleasure requires nothing more than a cheerful turn of mind and a habit of sharpening the sense of humor.

3. *Enjoy work, but don't live solely for it.* Everyone needs work in order to be content. To most men work means an occupation outside the home. For women, work is usually connected with house and children.

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It is a mistake to make either occupation the be-all and end-all of existence, because sooner or later the time comes when men retire and children leave home. Then the bottom can drop out of everything, leaving no incentive for living.

You need, of course, to hit the happy medium: satisfying work you enjoy but are not enslaved by.

4. *Conquer your work jitters.* You may have to worry about your job, whether it involves bossing a hundred men or raising a couple of kids, but don't make a federal case out of every problem that comes along.

To master work nerves, try these tricks:

Learn to be decisive.

Delegate those jobs you can, put tiny details in their proper perspective and prevent worrisome pile-ups by getting jobs done on time.

Quit fretting over minor crises. Most of them will be forgotten next week, anyway.

5. *Keep life simple.* Striving for the unnecessary trimmings of life can make you old before your time and your day-to-day living a nightmare of discontent.

Learn to be satisfied with your lot in life, and quit wanting so much. Probably your situation isn't so bad as that of many, though it is almost sure to be worse than some. Try to keep in mind that it is just as easy to find elements of satisfaction in an imperfect situation as it is to dwell on reasons for dissatisfaction.

And if things are so all-fired bad that you cannot be content, stop moping and do something about them. There is usually an escape if your energies aren't completely used up in empty rebellion and self-pity.

6. *Make the most out of right now.* Here the psychologists give you a seeming paradox to work out. Enjoy each present moment, they say, and explore it for cheerful aspects. Yet to live optimistically, you should always be looking forward, beyond the present, to something that is pleasing to you.

The answer to the paradox seems to be that man cannot live solely on anticipation. He needs to hope and dream, but emotionally he cannot stand brooding over his dreams.

Those nasty little moments of depression or disappointment can be gotten through by a dream of better things to come, but in the long run you will avoid more nasty moments and keep yourself fit to meet the really rough going by developing an attitude of calmness and courage—right now.

7. *Make family life mutually enjoyable.* Home should give a lift to whoever needs it. It should inspire confidence and foster the ability to make the best of things.

To establish such an atmosphere, there must be mutual affection, equality and kindly cheerfulness. Discipline is needed, but it should be administered pleasantly. More important, there should be a feeling that

the family is an enterprise in which everyone takes part.

With such an atmosphere, wife and husband can maintain their romantic love despite the years, and the irritations that children are bound to rouse can be lived through.

8. *Don't blow your top.* No matter what you have heard about the value

of blowing off steam, the very act of doing it is a destructive instinct—antisocial and self-damaging.

Not only that, but it is almost sure to wreck something. In the wreckage may be a potentially pleasant experience, a human relationship that you learn too late is important to you, or even a slice off your life span.

The eleven ages of man . . .

1. Milk.
2. Milk and bread.
3. Milk, bread, eggs and spinach.
4. Oatmeal, bread and butter, green apples, and all-day suckers.
5. Ice cream soda and hot dogs.
6. Minute steak, fried potatoes, coffee and apple pie.
7. Bouillon, roast duck, scalloped potatoes, creamed broccoli, fruit salad, divinity fudge and demi-tasse.
8. Pate de foie gras, wiener schnitzel, potatoes Parisienne, egg-plant a l'opera, demi-tasse and Roquefort cheese.
9. Two soft-boiled eggs, toast and milk.
10. Crackers and milk.
11. Milk.

The efficiency expert died and they were giving him a fancy funeral.

Six pallbearers were carrying the casket out of the church when suddenly the lid popped open and the efficiency expert sat bolt upright and shouted, "If you'd put this thing on wheels, you could lay off four men."

Since little Johnnie's personal horizon had been greatly extended by several months at kindergarten, his mother decided to inquire concerning his current loyalties.

"Dear," said she, "whom do you love the best?"

The youngster pondered the query soberly and then replied, "Well, I love you best, Mommie, and Daddy next best, and my teacher the least. And in between come a lot of dogs."

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The VOICE of MANAGEMENT

STATE INDUSTRY

"Perhaps the greatest disadvantage from state ventures into industry is that they will divert resources and attention from fundamental tasks which, in the underdeveloped countries, for the most part, are either going to be carried out by the government or are not going to be carried out at all. Government investment in industry means correspondingly less investment in basic services—roads, schools, power, transportation, hospitals and the rest." *Eugene R. Black, president of the International Bank for Reconstruction and Development.*

FOREIGN COMPETITION

"We, in America, must be alert to those new developments abroad if we are to compete successfully. Our manufacturing skill must be improved at every step of the way if we are to overcome the lower costs of production enjoyed by manufacturers in other countries. We need to draw heavily on new ideas and new lower cost production methods in order to keep our products competitive in the world markets." *James H. Carmine, president, Philco Corp.*

COMMUNICATION

"Today's progress in reducing direct labor effort is accompanied by a geometric increase in the number of specialists and experts, since no one man can have complete grasp of a business. Decisions must be dispersed among many people and herein lies the problem of communication in order to insure that such decisions will have business wisdom—that each company and industry is fully aware of the consequences of its action." *W. O. Twaits, vice president of Imperial Oil Ltd.*

AIR FREIGHT

"A rock-bottom minimum target for air freight in 1965 should be revenue of \$200 millions and ton-miles of one billion—or something like three times the revenue and volume today. For a maximum target, both figures can be doubled and still make sense." *John C. Emery, president of Emery Air Freight Corp.*

WASHINGTON REPORTS FOR SUPERVISORS



By Samuel Irish

ON MARCH 1 the 1955 amendments to the Fair Labor Standards Act go into effect. These are the ones increasing the minimum wage to \$1.00 an hour from the 75-cent floor set in 1950.

While some 24 million workers are covered by Federal wage and hour legislation, by far the greater part already receive more than the new minimum. However, an estimated 2 million workers, a large part of them in the South, are getting pay raises this month ranging up to 33½ per cent without having to produce more or even to bargain, collectively or otherwise, for them.

In order to comply with the law, management must find a way to absorb an estimated \$550 million in increased costs, or find a way of passing that amount, plus a lot more, on to the consumers.

Of course, the effect of the raise isn't as simple as merely multiplying the number of workers by the amount of their raises. Our individualistic people and our competitive economic system necessarily involve wage differentials based on productivity, on seniority, and a number of other factors. Thus, in a good many industries the government minimum is forcing wages up all along the line, at least in the lower brackets.

It's impossible as yet to tell what those indirect (in the sense of not being forced by fiat from Washington) costs will be. Estimates from Federal and private economists, however, indicate they well may run to another billion dollars or more.

Looked at another way, we're adding probably more than \$1½ billion to mass purchasing power. At the same time, we're taking at least a part of that amount away from plant expansion and new capital investments. Prices probably will go up, at least a little, both because of the increased demand for goods this \$1½ billion will enable the people getting it to buy and because of the increased costs of those goods growing out of the raises. Your economist will tell you that such a situation may be the beginning of another round of inflation.

In any event, supervisors are going to have to be more on the job than ever to step up production to meet the increased costs and demand.

UNORGANIZED FARMERS

What to do about the farmers in this campaign year is causing a lot of wrangling in the nation's capital. Congressional and Administration leaders, being Democrats and Republicans, have been competing with each other for the credit for offering the most. And they have disagreed sharply on how the farm program should be carried out.

But farmers themselves are in disagreement, also, and almost equally sharply.

This lack of unity on the part of the group most directly concerned has led this reporter to dig out an interesting fact: Only between 30 and 35 per cent of the nation's farmers belong to one of three national farm organizations whose voice is heard in Washington.

In Britain, some 90 per cent of the farmers are members of the British National Farmers Union which can, and does, speak for them in London.

In the United States, farm organization membership is as follows:

| | |
|---------------------------------|--|
| American Farm Bureau Federation | 1,632,222 farm families. |
| National Farmers Union | 700,000 voting membership representing approximately 300,000 farm families. |
| National Grange | 900,000 individual members comprising men, women, and children 14 years of age and over. |

There is some overlapping in these figures, since some members of one group are also members of one or both of the other groups. In computing percentages, there also is the question of just who is a farmer.

According to the U.S. Bureau of the Census, "the number of farm operators is considered the same as the number of farms." Within this frame, the census of agriculture taken the latter part of 1954 shows there are nearly five million farm operators.

UNION MEMBERSHIP NOT SO HIGH, EITHER

If farm organization membership seems low, compare it with labor organizations. Out of a total of some 65 million or so listed by the Labor Department as employed (including, of course, self-employed business and

professional men and farmers), something less than 18 million are members of unions. This puts labor union membership at about a quarter of the entire "labor force" (i.e., the number employed) in the United States.

However, this rather unimpressive figure must be considered in the light of the fact that there are large areas in the total employment statistic that are more or less unorganizable in a labor union sense. These include the six million or so farm workers (we're including hired hands and family workers this time); a roughly equal number of professional and technical men and women; two and one-half million household and domestic workers, and six million public workers (city, county, state and federal).

On the other hand, in some basic industrial enterprises—manufacturing, transportation, mining—labor leaders claim that 75 to 80 per cent of the workers are unionized.

Of the "organizable workers," possibly a third or so are union members.

In many of the free democracies of Europe the figure is much higher. In Sweden, for example, out of a labor force of 3,160,000, some 1,790,000, or 56.6 per cent, are organized. In Russia, almost everyone is a member of some union organization or other. But they lack the essential ingredient: freedom of choice as exemplified by the right to strike.

Bad as strikes are, the examples of places where they are not permitted show us there are worse things.

AN AMERICAN LABOR PARTY?

Supervisors will recall a number of predictions at the time of the famed AFL-CIO merger that this was the beginning of American labor's attempt to form a Labor Party, after the British pattern. The merger did bring together some 15 million workers, under vigorous, militant leadership that has a high degree of political consciousness, to say the least.

In the opinion of several labor and political experts a new party is unlikely. Basically, it's not part of the American Dream for a workingman to consider himself a member of "the laboring class." That is, he usually doesn't consider that he's permanently in the laboring class category. Most of us still have at least a sneaking belief that if we work hard, save our money, and get the breaks, we'll be boss, bye and bye.

The wonderful part of that is—it's true in enough cases to sustain the idea.

Another reason why there'll be no Labor Party is that labor has been doing all right within the two-party system.

Also, third parties haven't done too well in the United States. Remember the Progressive Party, and the Dixiecrat Party?





Grayson Administrative Conference

Management Team of the Month

THE GRAYSON Administrative Conference offers this outline of its management-public relations program for consideration by the Management Team of the Month Committee.

The members of the management team at the Grayson Controls Division of the Robertshaw-Fulton Controls Co. desire to share their plan with fellow NMA clubs across the nation that they might find ideas of value to their respective companies and their clubs.

Top management at Grayson Controls has always been conscious of the part the foreman's role in community relations plays in formulating a successful public relations program. True, we have an active public relations department, but the aid this department receives from all of the management people cannot be measured too highly.

Every effort is made by our club publicity chairman to keep the Grayson Administrative Conference and its association with the company constantly in the public eye. This is

done through newspaper publicity on the local and metropolitan level and also in national periodicals wherever the opportunity occurs.

The publicity covers all of the club's activities and its members in the following areas:

(1) Administrative activity and accomplishment of the individual members. (2) Community leadership activity of the club or individual members. (3) G. A. C. activities and club projects related to the community. (4) Publication of the election of new officers. (5) The G. A. C. welfare activity in the community. (6) The scholarship awards to students of local high schools. (7) The personal achievements of club members on a local and national scale. (8) Appointments to important posts in the company, the community, or the nation. (9) The human relations angle as it is concerned with employee relations in the plant. (10) Educational opportunities for the management people. (11) Various other appointments or elective offices held by G. A. C.

members in other societies, organizations, and clubs.

G. A. C. members hold many important posts in civic, cultural, service, and professional societies and many members are prominent in their communities as councilmen, Boy Scout leaders, welfare drive chairmen, Chamber of Commerce members, and other such civic projects. At least one member of the G. A. C. is identified with each of the major service clubs in the locale where the plant is situated.

G. A. C. members have been prominent in "Get out the vote" drives, legislative programs, Americanism programs, youth projects, and are frequently called upon to prepare articles for the press and act as speakers on many subjects in addressing various organizations.

Approximately 50 per cent of the Grayson management team hold offices, committee chairmanships, or other membership in professional societies. Thirty per cent hold offices or membership in service or fraternal societies, Chambers of Commerce, industrial management groups, or societies identified with their particular business. Three per cent hold political office in the individual communities. Six per cent hold high office in national groups concerned with business, government and professional societies. Forty per cent have at one time or another taken part in community welfare drives or acted on other committees related to com-

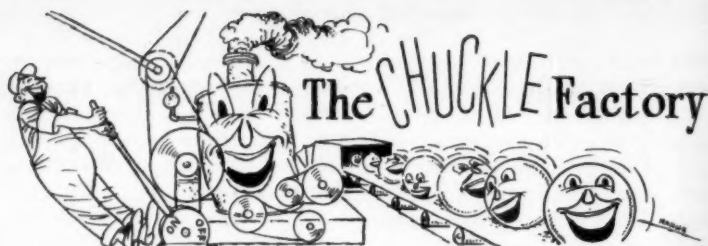
munity betterment. Many magazine and newspaper articles concerned with various phases of American life have been written by G. A. C. members and published in local and national publications.

All of the more than 20 committees of the G. A. C. are directed toward raising the status of the foreman in the eyes of the employees, the community, and the nation, developing high-level prestige for G. A. C. members and the company, the Grayson management, and management people throughout the country.

In the present day atmosphere, business and management people are in many ways surrounded by hostile forces. Through misunderstanding they malign management, ignoring the fact that without it the American way of life could not continue. The Grayson Administrative Conference is firmly convinced that good publicity is one of the antidotes which will bring the germ of misunderstanding into the light of public scrutiny.

Believing that we have utilized publicity to its best advantage in connection with our company and our management club, we sincerely recommend its extensive use to our fellow NMA members.

Sincerely,
George R. Martin
President,
Grayson Administrative
Conference



Voice on telephone: "Hello Miss Jones, Johnny Smith won't be at school today. He's not feeling well."

Teacher: "Who is this?"

Voice on telephone: "What do you mean 'who is this?' This is my daddy."

Sign on butcher shop in London:

"We make sausage for Queen Elizabeth II."

Sign on rival shop across the street: "God Save the Queen!"

The husband was curious. "Why do you weep and sniffle at a movie over the imaginary woes of people you never met?"

The wife replied, "The same reason why you scream and yell when a man you don't know slides into second base."

A golfing clergyman had been beaten badly by a parishioner, 30 years his senior. He returned to the clubhouse rather disgruntled.

"Cheer up," his opponent said. "Remember, you win at the finish. You'll probably be burying me someday."

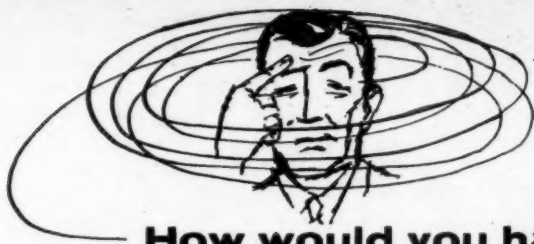
"Yes, but even then," said the preacher, "it will be your hole."

At a recent convention in town a sign had been erected near the speaker's platform for the benefit of press photographers. It read: "Do not photograph the speakers while they are addressing the audience. Shoot them as they approach the platform."

The father played possum while his youngsters tried their best to rouse him from a Sunday afternoon nap to take them for a promised walk. Finally, his five-year-old daughter pried open one of his eyelids, peered carefully, then reported: "He's still in there."



...t to rou...
...k. Finally,
...fully, then I see you got my memo on what needs to be done to my machine."



How would you have solved this?

NOTE: To be considered for \$10 cash awards and certificates of special citation, all solutions to the problem must be postmarked no later than **APRIL 1, 1956**. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 West First Street, Dayton 2, Ohio.

HERE IS THE SUPERVISORY PROBLEM FOR MARCH

Lizzie, who did soldering on an assembly line, asked Harry, her foreman, for a transfer. She complained that the fumes from the solder and flux were affecting her health. She said she had a statement from her doctor confirming this.

Harry asked Lizzie to wait until the seasonal peak was over. He said that any transfer would disrupt production and break down team work in his department.

This did not stop Lizzie. She kept after him to get her transferred.

One afternoon when Harry and the plant superintendent were discussing a technical problem, Lizzie came up to Harry and again repeated her request. Harry told her he was busy and that the health problem was all in her head. All she wanted, he said, was an easier job.

Lizzie marched right over to the shop steward and demanded his help in obtaining a transfer. Naturally she got it. If you were Harry, what would you have done?

(Remember the deadline April 1, 1956)

THIS WAS THE SUPERVISORY PROBLEM FOR FEBRUARY

Kris, an industrial engineer for the Dipar Manufacturing Co., was asked to review a labor standard in final assembly. Bill, the foreman of the department, told him two of the men on the line complained that they couldn't "make out" on the standard.

Kris reviewed the work-place layout and method carefully. Everything appeared in good order. However, he noticed a strong odor of alcohol. He passed this on to Bill. Bill talked to the two men and also concluded that they had been drinking. He took a master key and searched their lockers. In one he found a partially filled pint of whiskey.

He immediately called the two men into his office, told them what he had found and gave them both a disciplinary layoff of one week. A grievance was filed protesting this action. How would you have handled this situation and avoided a grievance?

THE WINNERS

The following are the best solutions to the supervisory problem for February. The winners have received checks for \$10 each and a handsome two-color Merit Award certificate suitable for framing.

BETTER RELATIONSHIP NEEDED

By Ray P. Mantle, Garfield, Utah

A grievance would have been avoided in this case if there had been a warmer relationship between Bill and the two men and if Bill had attempted to find out why they could not make the standard. This problem is a case of over-anxiety on the part of the men on the line causing them to become hostile toward company rules and regulations.

Too much company disciplinary action

is PUNISHMENT. According to the dictionary, discipline is also teaching and instruction. It is training which corrects, molds, strengthens, or perfects.

There should be a new realization established between the men on the line and the company, as to their responsibility to their shop and their fellow workers. This is done by proper and efficient training.

However, if there are company rules and regulations stating "instant dismissal for any employee found under the influence of liquor, or who brings intoxicating liquor onto the plant premises," this rule should be rigidly enforced or discipline will suffer.

BILL'S FAUX PAS

By Jack Anderson, Atlanta, Ga.

Bill's mistake in handling this situation was the use of a master key to search the property of his workmen. Up to this point he had handled the case very well. But how should he have followed through?

After he talked to the two men and decided that they had been drinking, Bill should have called the union steward, or chairman for his department. He should have explained the situation to him and asked him to accompany him when he searched the lockers. This would have avoided a grievance based on invasion of property.

In the absence of a union representative, Bill could have asked a guard or member of the plant protection force to accompany him on the search. Bill's action was warranted and disciplinary steps were necessary, but he acted before considering the results.

EGOMANIACAL APPROACH

By Charles French, Dayton, Ohio

Bill's egomaniacal approach is a blot on humanitarian foremanship! And where, pray tell, is there greater need for human

evaluation than in the supervisory ranks of America's giant industrial empire?

Lacking a "written law" about drinking on the job, Bill's disciplinary layoff of two employees seems only to have served Bill's desire to look important to his superiors.

He forgets he's dealing with men, not children. What's wrong with individual reprimand, counsel and brief probation? The dissatisfied pair could be told Kris' job evaluation would stand, and that they'd do well to get into shape to "make out" on existing standards. Presumably, others do without artificial stimulation of forbidden brew.

Following that, their tenancy would depend entirely on performance, conduct and their profit and loss sheet of the department. So long as each man carries his proportionate workload, his job holds. If his production rate becomes a "loss"

burden, or if he is found drinking on the job, he's through.

All Bill has achieved so far is to disrupt the entire department productionwise, increase his own mental burden, cost the firm time and money by forcing the plant grievance machinery into operation, and put himself on the defensive with the whole department.

HONORABLE MENTION—John Kulucity, Jr., Lima, Ohio; J. J. Welsh, Buffalo, N. Y.; E. K. Schafer, Valparaiso, Ind.; C. M. Martin, Tucson, Ariz.; Paul M. Strain, Oil City, Pa.; James A. Murphy, Speedway City, Ind.; Robert Szpakowski, North Tonawanda, N. Y.; Louis Wojciski, Los Angeles, Calif.; R. A. Ibsen, Arlington, Texas; Fred Harbaugh, Van Nuys, Calif., and Howard E. Lee, Fort Worth, Texas.

SCHOOL: *An Illinois professor sent us this one at the start of school about the woman trying to enroll in a night class in accounting. Said the registrar, "There's no accounting for women at night."*

GEM: *"Confucius say, 'Man who covers chair instead of territory is on bottom all the time.'"*

She (gushingly): *"Will you love me when I'm old?"*

He: *"Love you? I shall idolize you. I shall worship the ground you walk on, I shall—er-ab, you're not going to look like your mother, are you?"*

She: *"Do you love me for myself alone?"*

He: *"Yes, and when we're married, I don't want any family thrown in."*

"My wife had a dream last night and thought she was married to a millionaire."

"You're lucky! My wife thinks that in the daytime."

SPEECH FORMULAS

Put Your Body Into Your Talk

(Fourth of a series of articles)



by **LESTER L. McCRERY, Ph.D.**



WE ALL learn to react to body language long before we do to the less basic language of words.

A little child will shrink from an adult who speaks friendly words but whose bodily mannerisms convey tension, uneasiness or hostility. As adults, although we often pretend otherwise, we accept this body language in preference to word language whenever there is conflict between the two. The public speaker should study his body language to see if it is contradicting his words. The following bodily behavior types, in one form or another or in some combination, frequently overshadow the speaker's verbal message:

LEANING LENNIE, who is always off center, his weight slumped on one hip.

WREATHING WALTER, who wrings his

hands, fore and aft, over some unspoken anguish.

JIGGLING JOE, who constantly teeters up and down and back and forth.

HOT-FOOT HARRY, who seems to be pacing across the top of a hot griddle.

INVENTORY IKE, whose hands unceasingly explore the contents of his pockets.

FIDGETING FRANK, who heroically suppresses an urgent call to the bathroom.

JUGGLING JERRY, who tosses chalk, pencils, coins, keys and other items.

GUILTY GUS, who can't look you in the eye and can't tell you why.

BUTTON BOB, who is constantly buttoning and unbuttoning, or twisting 'em off.

PRIZEFIGHT PETE, whose fists are

ever ready to land a cosmic punch.

STONEFACE SAM, the cigar store Indian who never moves a muscle.

FLYPAPER FINNEGAN, who can't get his hands un-glued from table top or chair.

BARRICADE BILL, who defies the world from behind the fortress of his folded arms.

PRISSY PERCY, a mis-cast ballet dancer who blueprints every movement in advance.

Probably no speaker ever completely avoids some touches of the foregoing traits. But when these activities become the conspicuous part of a speech performance, the speaker's message is lost.

To make what he does harmonize with what he says, the speaker should do two things.

First, he must develop a genuine desire to communicate with his listeners, and then allow his bodily actions to flow spontaneously out of this desire. In this he will get valuable help from watching persons in ordinary conversation.

There he will see almost complete harmony between words and bodily behavior. The eye contacts are direct, the gestures complete and expressive, and other bodily responses are helping to convey the message.

The key to good body language before an audience, then, is to carry over the kind of physical responses seen in normal conversation. But when the observer realizes that the amount of vitality and activity which

goes on in private conversations must be enlarged and magnified for the larger audience situation, he may feel discouraged.

This brings us to the second step, the deliberate training of the body to respond in generally acceptable activity. However, in this training the speaker should always move toward the goal of making these activities spontaneous and natural. There are two general classes of gestures which can be experimented with; one is descriptive, the other symbolic.

Descriptive gestures are used to convey ideas of size, shape, motion, position, and time-space relationships. The flight and maneuvers of an aeroplane, the shape of a sphere, and the construction and relative position of overhead highways are examples. These, and many others, can be done with one or both hands to promote good body language.

Symbolic gestures include posture, eye contacts, facial responses, and body and hand movements other than descriptive.

For good posture, weight should be evenly distributed on both feet, body inclined forward, heels lightly touching the floor. Distance between feet depends on height. If feet are too far apart, the speaker has difficulty in moving about. If too close together, balance is difficult.

Walk only with purpose. Step toward audience, or toward one

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tion of the audience in response to increased earnestness. Step back to central, less intimate position at other times.

The body, and sometimes only the head, should pivot freely from time to time toward various sections of the audience. Eyes should communicate, just as in private conversation.

In hand gestures there are three traditional levels. *Upper level*, above the shoulders, symbolizes *inspiration, reverence, appeals to high motives*. *Middle level*, from shoulders to waist, indicates *calmness, reasoning, explanation*. *Lower level*, below the waist, symbolizes *rejection, contempt, hatred, hopelessness*.

Specific hand gestures used at these various levels, and which

should be developed with one and with both hands, include the *index-finger*, the *clenched-fist*, the *palm-up*, for reasoning, acceptance, etc., and the *palm-down* for rejection. Hand gestures should be generally smooth and complete rather than jerky and incomplete. In all hand gestures the fingers should be extended and relaxed, not curved and tense.

By developing a *genuine desire* to communicate with all his listeners and by *expanding conversational gestures* to flow naturally out of this desire, by using *descriptive gestures*, and by *experimenting with various types of symbolic gestures* until they become spontaneous, the speaker will soon have his body language *supplementing* rather than *contradicting* his word language.

This article originally appeared in *Industrial Supervisor*, a publication of the National Safety Council. The entire series of 16 articles entitled "Pocket Book of Speech Formulas" can be secured singly or in quantities from the National Safety Council, Publications Division, 425 North Michigan avenue, Chicago 11, Ill.

NMA REGIONAL CONFERENCES have been reported as scheduled: March 3—New England Area Council, Boston; March 10—Chicagoland Council, Chicago (Palmer House); March 17—Alabama Area Council, Birmingham (Tutwiler Hotel); March 17—Mid-Ohio Management Council, Marietta, O.; March 24—Western Pennsylvania Affiliated Clubs, Pittsburgh (William Penn Hotel); March 31—Lima Management Conference, Lima, O.; April 14—Greater New York Area Council, New York City (Hotel New Yorker); April 14—Southern California "Work Wiser" Conference, Los Angeles (Ambassador Hotel); April 14—Southwestern Ohio Area Council, Springfield (Wittenberg College); April 21—Southern West Virginia Council, Charleston (Morris Harvey College), and April 21—Wisconsin Council, Fond du Lac (Hotel Retlan).



NAF clubs have approved a constitutional amendment changing the name of The National Association of Foremen to The National Management Association.

Results of the club balloting were announced to the association's board of directors on Jan. 26 at their meeting in Kansas City, Kansas.

The new name will be put into effect as soon as necessary administrative details can be completed.

Directors voted to retain the present emblem and seal, changing only the name and initials.

Directors, by unanimous resolution, cited Director E. W. Cochran of Dayton, Ohio "for his sincere and courageous attitude on the future of the association under its new name."

Lewis F. Healy of Bendix Radio Division, Bendix Aviation Corp., Baltimore, Md., was elected Zone D vice president to succeed K. E. Hamilton, who has resigned. Two new directors were appointed. They are Charles R. Green of Magnavox Co., Greeneville, Tenn., and James McCartney of National Tube Co., Lorain, Ohio. Green succeeds Robert Simpson, who has resigned, and McCart-

ney, Robert R. Englehardt, also resigned.

Seven clubs and councils were approved as Excellent. They are: American Steel Foundries Management Club, Hammond, Ind., (first time); Columbus Plant American Blower Management Club, Columbus, Ohio, (first time); Formica Management Club, Cincinnati, Ohio, (third time); General Foods Management Club, Battle Creek, Mich., (fourth time); Granite City Steel Management Club, Granite City, Ill., (first time); St. Regis Foremen's Club, Deferiet, N.Y., (third time); Universal Foremen's Club, Bridgeville, Pa., (second time), and the Alabama Council of NAF Clubs, Birmingham, Ala.

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The Eighth Annual National Bowling tournament of the association will be held in Battle Creek, Mich., on three successive weekends, March 10-11, March 17-18 and March 24-25. A national telegraphic bowling tournament will be held as a part of the event. The tournament is being sponsored by the Oliver Management Club of Battle Creek.

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The Syracuse Management Club has established a \$200 scholarship at Syracuse University. The scholarship is a memorial to Frank Truesdale and will be called the "Frank Truesdale Memorial Scholarship." Dean Frank Piskor accepted the scholarship on behalf of the university.

GM's SUCCESS

"Now we come to the . . . fundamental reason for the success of General Motors—our approach to problems. It is really an attitude of mind. It might be defined as bringing the research point of view to bear on all phases of the business. This involves, first, assembling all the facts; second, analysis of where the facts appear to point, and third, courage to follow the trail indicated even if it leads into unfamiliar and unexplored territory.

"This point of view is never satisfied with things as they are. It assumes that everything and anything—whether it be product, process, method, procedure or social or human relations—can be improved.

"I have tried to think of a single term to describe this attitude, and I think perhaps the closest is the *inquiring* mind.

"It may appear to be boastful, but I truly believe that in General Motors we have developed to a unique degree this attitude of the inquiring mind. We are always seeking ways to make things better. In fact, as you may know, we have long had a slogan, 'More and better things for more people.'" *Harlow H. Curtice, president of General Motors, before the subcommittee on antitrust and monopoly of the U.S. Senate Committee on the Judiciary.*

Circle these three dates:

September 27, 28, 29

***Three Important Days for
Every Management Man***

marking the

**33rd Annual Meeting
and Conference**

of

**THE NATIONAL MANAGEMENT
ASSOCIATION**

in

ST. LOUIS, MISSOURI

Sheraton-Jefferson Hotel

